

# Dimensions

Defense Logistics Agency

Nov./Dec. 1998



Season's Greetings



To our warfighters around the world

# Dimensions

Nov./Dec. 1998



## Defense Logistics Agency

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## Thanks to Team DLA for a remarkable year

**A**s the Holiday season approaches, I can't help but reflect on the past year and the many things we have to be thankful for in the Defense Logistics Agency. It was a year of unparalleled achievement. We published a DLA Strategic Plan to guide us in our journey. This journey included establishment of several new organizations: the Joint Electronic Commerce Program Office; the Joint Total Asset Visibility Office; a Corporate Information Office; the Human Resources Operations Center; the Defense Logistics Support Command; the Defense Energy Support Center; and the Defense Distribution Center. We redesignated others, like the Defense Supply Center Philadelphia and the Defense Logistics Information Service Center. Some closed with dignity as a result of Base Realignment and Closure decisions.

We also gained new missions on our journey, such as electricity for DoD and map storage and distribution from the National Imagery and Mapping Agency. We accepted transfer of almost one million consumable items from the services, consolidation of cataloging from the services, and automated printing from the General Services Administration. Additionally, we became the lead agency for the DoD Automatic Identification Technology test and the DoD Standardization Program, and increased Law Enforcement Support Office responsibility.

We've continued to support both service and CINC exercises, operations and humanitarian missions in Canada, Bosnia, Africa, the Middle East, Central American, the Pacific

and Korea with Contingency Support Teams and materiel/services, and celebrated their success as DLA Europe and DCMD International received Joint Meritorious Unit Awards for their outstanding support.

We've been leaders in innovative logistics and acquisition reform in a variety of areas. For example, we pioneered our DLA Electronic Mall, fielded our Distribution Standard System, led the way in the Maintenance, Repair and Operations Prime Vendor program and the Industrial Prime Vendor program, and established the Central Contractor Registry. We also led the paperless acquisition initiative for DoD, led the DoD effort towards civil-military integration with the Single Process Initiative, Management Councils and Earned Value Management System, established corporate contracting arrangements and initiated several Prime Vendor programs overseas for our warfighters in Europe and the Pacific.

Add these to our list of accomplishments: we expanded our customer outreach programs by placing more representatives at customer sites around the world, established call centers to quickly respond to their questions and needs, and continued our service/CINC/DLA days to better communicate and understand support requirements. And we improved our quality of life through a number of initiatives, including the opening of a Child Development Center, the establishment of a DLA Historian position and DLA Museum; and celebration of our diversity through special events and recognition days. In addition, we conducted our first DLA Hall of Fame Induction Ceremony, signed a new Labor-Management



Partnership Agreement, continued our Women's Focus Groups and other special training programs, and celebrated the many honors and awards received by DLA'ers across the agency like our Hammer Awards, the President's Quality Award and Presidential Rank Awards.

And I've only cited a few of the many great things DLA did in 1998! Was it a great year? You bet! It was great because of the people—Team DLA. We serve with the best and most innovative, patriotic people anywhere. We take our responsibilities to support America's Armed Forces very seriously. They can count on us to be there when they need us, each and every time, with the required support. And we also care for and about one other. One only has to look at this year's accomplishments to understand it was a team effort which produced these results. And it will be that same DLA Team which will lead us to even better things in 1999.

So to each member of the DLA family, I wish you a joyous holiday season and prosperous New Year. I am so very thankful to be your director and look forward to being part of the 1999 DLA Team. Happy New Year!

*Henry J. Blissen*

## Past meets present: Former DLA directors and deputy directors visit HQ

by Christine Born  
DLA Congressional & Public Affairs

To say the world was a different place 37 years ago when the Defense Logistics Agency was formed is a given. But it's not every day that you get the opportunity to prove it, which is what happened when 16 former DLA directors and deputy directors visited the DLA headquarters complex on Nov. 6 for a day of briefings, demonstrations and reunions.

The former directors and deputy directors represented the entire history of DLA. From 1961, with DLA's first director, retired Army Lt. Gen. Andrew McNamara, to 1997, with former Deputy Director retired Army Maj. Gen. Ray McCoy, the group arrived at the DLA HQ complex to hear and see demonstrations on the future of DLA, and view exhibits on its past.

The first stop for the former directors and deputy directors was the newly installed DLA Museum. DLA Historian Dr. Janet McDonnell showed the group around the museum and explained the function of the history program.

"What we hope to do with the museum is to reflect the full breadth and diversity of the agency's mission and organization over the years," McDonnell said. "This museum will be used to collect, preserve and display historical artifacts and memorabilia.

"The purpose of the history program at DLA is to preserve and document the heritage of DLA and its predecessor agencies," she said, "and to conduct oral history interviews with former leaders. That is a great way to



(First row, left to right) Army Lt. Gen. Vincent Russo, Navy Vice Adm. Eugene Grinstead, Army Lt. Gen. Andrew McNamara, Army Lt. Gen. Woodrow Vaughan, Army Lt. Gen. Donald Babers, Navy Vice Adm. Edward Straw. (Back Row, left to right) Army Maj. Gen. Ray McCoy, DLA Director Army Lt. Gen. Henry Glisson, Army Maj. Gen. Charles Henry, Air Force Maj. Gen. Stanton Musser, Army Maj. Gen. Benjamin Register, Army Maj. Gen. John Raaen, Army Maj. Gen. Robert Gaskill, Air Force Maj. Gen. Donald Litke, Air Force Lt. Gen. Lawrence Farrell, Navy Rear Adm. Brady Cole, DLA Deputy Director Bob Chamberlin.

capture personal perspectives and to capture information that is not in the written record. I want to emphasize the important role each of you will play in the future of the historical program as it continues to grow."

After viewing the exhibits, which included such items as the 1961 Department of Defense Annual Report which discusses the establishment of the Defense Supply Agency—DLA's original name—and several generations of field rations, the group moved on to the main conference room.

The former directors and deputy directors entered the room and were welcomed by the DLA senior staff. After a brief welcome by DLA Director Army Lt. Gen. Henry Glisson, the group was treated to lunch—the Army way.

Jerry Darsch, joint project director, DoD Combat Feeding Program at the U.S. Army Soldier and Biological Chemical Command, Natick, Mass., standing behind three tables of hot tray rations and Meals, Ready-to-Eat, served up his briefing to the former directors and deputy directors.

The MRE was introduced in 1983 to replace the old C rations used during Korea and Vietnam. While the MRE was a vast improvement over the old rations, feedback from Desert Storm soldiers suggested that modest, armlength improvements were not the solution, Darsch said. "The bottom line was that we needed to fix the combat ration."

The solution to fixing combat rations was a radical approach—the customer was asked what he wanted,



an unheard of approach in the days of leadership for many of the former directors and deputy directors. Darsch said the Combat Ration Integrated Product Team was formed and it consisted of a warrior, SBCCOM, MRE vendors, DLA and service representatives. "We went out in the field with our customers and asked them what they wanted in the ration and what they didn't want," he said.

Darsch said they got rid of the olive drab bag and made the menus more familiar, getting rid of many of the items that you would not find in the commercial market such as ham and chicken loaf and freeze dried strawberries.

Darsch then invited the former directors and deputy directors to dig in.

McNamara, selecting meatballs and mashed potatoes, said "This is good."

Retired Army Lt. Gen. Donald Babers, DLA's director from 1984 to 1986, said, "I can't wait to dig in."

Retired Army Lt. Gen. Benjamin Register, DLA's deputy director from 1983 to 1984, addressing a concern he heard when he was at DLA, said, "I'm glad they finally added some variety to the meals.

"The variety is amazing," Register said. "I'm glad they have learned to manage the distribution. That was one of the major problems in the field in the early use of the ration. They didn't know how to order and distribute and get the variety to the soldiers that was already in the system. He (referring to Darsch) says they have solved that. I had a lot of complaints from soldiers in the field asking why they couldn't get any variety. The system seems to have matured, and that's good."

"Compliments to the chef. Outstanding," retired Air Force Maj. Gen. Donald Litke, DLA deputy director from 1985 to 1986, observed about the MREs.

Glisson began his briefing by

saying that, as he talks with many of the former directors and deputy directors, he finds that DLA's new ideas are not necessarily so new.

"DLA continues to evolve, mature and develop into something far different than what was envisioned originally," he said. "You continue to remind me that we are constantly building on many of the ideas and programs you started."

Glisson spoke of the huge growth DLA has undergone over the years, from its initial mission of handling one million different items in nine supply centers to managing over four million consumable items at over 500 sites worldwide and administering over \$900 billion of contracts.

"We continue to improve the present day process," he said. "But we are constantly looking for those things that will allow us to provide better, faster, cheaper support to the Department of Defense. And that is what the DLA work force has been able to do over time and it has been a real legacy

that I think will stay with us."

Glisson said that our mission continues to grow, but the number of employees we have is decreasing. "Think about that," he said to the group. "Our mission has increased, but the number of people has gone down. That means what you did when you were here, the great programs you put into effect, have held up really, really well, so I hope you feel good about that."

The most striking example of how DLA has changed over the years is in its use of the internet. Using the internet to do business has exploded over the past few years and DLA is making sure it's on the cutting edge. To demonstrate one way DLA is using the internet, he introduced Scottie Knott, director of the Joint Electronic Commerce Program Office.

She said her program is centered on the same theme that this day was—building on the past to support the future.

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A soldier from the U.S. Army Soldier and Biological Chemical Command, Natick, Mass., serves up some tray rations to (left to right) Retired Air Force Maj. Gen. Stanton Musser, DLA deputy director from 1986-1987; Retired Army Maj. Gen. Charles Henry, DLA deputy director from 1988-1992; and Retired Army Maj. Gen. Ray McCoy, DLA deputy director from 1995-1997.

Directors from page 5

"The Electronic Mall is simply point, click and shop," she said.

JECPO was established in January 1998 as the single organization within DoD for accelerating the use of electronic commerce.

Secretary of Defense William Cohen's Defense Reform Initiative created the JECPO, calling for a "revolution in business affairs" that would make the DoD contracting process paper free by Jan. 1, 2000.

To help make paperless contracting a reality, the new office brings together experts from DoD's business and technology arenas to build a strategic partnership in electronic commerce. The office is operated by both DLA and the Defense Information Systems Agency.

As Knott demonstrated the use of the internet to allow customers around the world to purchase items ranging from gears to spare parts, a lively discussion ensued. Many of the former directors and deputy directors commented on this new way of doing business, both good and bad.

DLA's current Deputy Director, Navy Rear Adm. Bob Chamberlin, summed it up by saying they are working to eliminate the middleman and allow the customer to pick what item they want rather than having someone higher up making that decision.

Glisson said, "This is a huge culture change. The commanders used to put in the orders and made the decisions. Now we allow the guy in the field to make that



(From left to right) Retired Air Force Maj. Gen. Donald Litke, DLA deputy director from 1985 to 1986; retired Air Force Maj. Gen. Stanton Musser, DLA deputy director from 1986 to 1987; and retired Army Maj. Gen. John Raaen, DLA deputy director from 1975 to 1976, listen to a briefing about the DLA computer room by Joan Johnson.

same transaction on the computer with a credit card."

DLA's Director from 1992 to 1996, retired Navy Vice Adm. Edward Straw, said "I look at a lot of systems in my job with Ryder International Logistics, but I have never seen anything as powerful as this."

McNamara summed up the briefing, and the day, when he said "Amazing."

The former directors and deputy directors also saw briefings from DLA's business areas during the day. At the conclusion of the briefings, they toured the headquarters complex and saw demonstrations and briefings in the computer room, the Child Development Center and the Joint Logistics Readiness Center.

### Former DLA Directors and Deputy Directors in attendance

#### Directors

**Army Lt. Gen. Andrew McNamara**  
(1961-1964)

**Army Lt. Gen. Woodrow Vaughan**  
(1976-1978)

**Navy Vice Adm. Eugene Grinstead**  
(1981-1984)

**Army Lt. Gen. Donald Babers**  
(1984-1986)

**Army Lt. Gen. Vincent Russo**  
(1986-1988)

**Navy Vice Adm. Edward Straw**  
(1992-1996)

#### Deputy Directors

**Army Maj. Gen. John Raaen**  
(1975-1976)

**Army Maj. Gen. Robert Gaskill**  
(1978-1981)

**Army Maj. Gen. Benjamin Register**  
(1983-1984)

**Air Force Maj. Gen. Donald Litke**  
(1985-1986)

**Air Force Maj. Gen. Stanton Musser**  
(1986-1987)

**Navy Rear Adm. Brady Cole**  
(1989-1992)

**Army Maj. Gen. Charles Henry**  
(1988-1992)

**Air Force Lt. Gen. Lawrence Farrell**  
(1992-1995)

**Army Maj. Gen. Ray McCoy**  
(1995-1997)

# DLA's first director becomes part of museum history through exhibit

Story and photo By  
Spc. Sharon Mulligan  
Fort Lee Traveller

**D**LA's first director became part of the history of the U.S. Army Quartermaster Museum when the McNamara Supply Gallery was dedicated Oct. 15 at Fort Lee, Va.

The gallery, in honor of retired Lt. Gen. Andrew T. McNamara, will house a variety of Quartermaster supply-related exhibits, including a World War II DUKW amphibious supply vehicle and a centerpiece video and audio wall that will have approximately nine video screens to show the Army supply story.

The 93-year-old founder of the Defense Supply Agency, later named the Defense Logistics Agency, was on hand to help unveil the marker with

his likeness on it. The marker will stand as a lasting tribute to the QM pioneer, as well as greet a new era of Quartermaster soldiers as they tour the gallery to learn about the supply mission.

"I want the people who come to visit the gallery to learn from and about the past," McNamara said emphatically. "If you don't consider the past – you're wrong."

He said the gallery would explain the challenges and opportunities of the past and point towards areas of potential growth for the future. "Remembering the past is a great step towards the future."

One area of the future which the former quartermaster of the Army is happy to see included in the gallery is modern technology. "I think embracing technology has been our finest step forward. I can't see anything but progress in the field."

The honorary Colonel of the Regiment, retired Lt. Gen. Arthur J. Gregg, called the dedication of the gallery an historic event. "This is meaningful for Quartermasters today and will be meaningful to soldiers tomorrow. Gen. McNamara is well known as a passionate quartermaster, a caring leader and a great soldier ... soldiers will be inspired when they see this."

The gallery is being funded by a private donation made to the U.S. Army Quartermaster

Foundation. The donation will cover the costs of the gallery's establishment which is expected to be completed for opening during Quartermaster Regimental Week in June 1999.

Echoing the others' feelings of excitement about the dedication, Maj. Gen. James M. Wright, commanding general, Quartermaster Center and School, said, "It's great to be here and it's a great day, starting with the continued growth of the museum and introducing another stage in our Quartermaster history."

He explained the museum is a part of the school and it is a teaching facility. "Every Quartermaster soldier who passes through the gates here will learn about our history, valor, and equipment."

After McNamara thanked all those attending the dedication, he quickly pointed out that his accomplishments were not the work of one man.

"It feels great to be honored like this," he said. "To be honored this way, from people such as you who have contributed so much to the field, I thank you."

Speaking of his military career he said, "I'm most proud of the people with whom I was associated. A professional is a professional—I never had a team that didn't work well together. Even after being retired, I still have people keeping in touch with me and contacting me about things going on in the field."

At the reception which followed the dedication ceremony, McNamara said he could not have succeeded in the Army or done the things he was able to do without his wife of 66 years, Margaret Tripp McNamara, at his side. "She handled everything that came at her," he said. "Wherever we went the people loved her. She was a smart cookie."



Retired Army Lt. Gen. Andrew McNamara (center) at the dedication ceremony of the McNamara supply gallery, Fort Lee, Va. DLA Director Army Lt. Gen. Henry Glisson (right) applauds McNamara's accomplishments.

# AIT passes first major milestone

By Lynford A. Morton  
DLA Congressional & Public Affairs

**W**ith the help of the Defense Logistics Agency, military logisticians are solving one of the problems that has vexed commanders since the Spanish-American War — how to keep your eye on every person and piece of property going into and coming out of the theater of operations.

Automatic Identification Technology is designed to help the military solve that problem by using a suite of technologies from bar coding to microcircuit devices and satellite tracking capability, allowing automatic capture of information for management information systems.

“AIT provides information for the

logistician and warfighter, so they can make better decisions,” said Ed Coyle, the DLA program manager who runs the Department of Defense effort.

As executive agent for AIT, DLA was tasked with testing the suite of AIT technology in four scenarios — unit movement, air movement, commercial seavan movement, and ammunition movement. The first scenario, unit movement, was completed during the late summer and the air and seavan scenarios are underway.

AIT technology uses a variety of technologies to store and read identification information. The suite of technology includes bar codes, magnetic strips, integrated circuit cards, optical memory cards and radio frequency identification tags.

AIT also includes the hardware and software required to store the data on devices, read the information stored

on them, and integrate that information with other logistics data.

The redeployment of the 2<sup>nd</sup> Armored Cavalry Regiment from Bosnia to Fort Polk, La., provided a prime opportunity to test the integration of AIT into the deployment process, according to planners. The 2<sup>nd</sup> ACR provides significant combat power to the operational commander-in-chief, making the unit an indispensable ingredient in the CINC’s operational plan.

The size and composition of the unit provided a complex array of moving pieces, with 2,500 soldiers, 1,500 vehicles, 45 helicopters, and 95 containers spread among 27 troop-size units.

Also, the geographic scope of the redeployment provided a legitimate challenge, according to planners. The 2<sup>nd</sup> ACR crossed five international boundaries while moving on aircraft, trains, barges and ships.

During the redeployment, the unit integrated five of the AIT media — radio frequency tags, linear bar codes, two-dimensional bar codes, Smart cards and satellite tracking systems. With a combination of these media, unit commanders tracked people and equipment every step of the way to Fort Polk.

“We were confident going in that we’d have commander enthusiasm, but we were surprised that, across the board, the soldiers who used AIT were supportive,” said Lt. Col. Brian Layer, U.S. Army European Command unit move scenario chief and joint coordinator for AIT integration.

“Everywhere we turned, they were enthusiastic about AIT and their ability to track equipment at the unit level,” he continued.

The integration of systems and ability to pass information across the



A “cocooned” helicopter belonging to the Aviation Squadron of the 2nd Armored Cavalry Regiment is lifted from the hold of the USS Watson at the port of Beaumont, Texas. The shrink wrap cocoon was placed on the aircraft in Europe to protect it during its ocean transit from Rotterdam, NL. Stationed at Fort Polk, La., The 2nd ACR was returning from its peacekeeping mission in Bosnia.



networks was also successful, according to Coyle. Any authorized user in the 2<sup>nd</sup> ACR could quickly find the item they were looking for, in the level 6, or “eaches” detail, using the Internet and then tracking it through the Army’s In-transit Visibility server, Joint Total Asset Visibility or Global Transportation Network.

Coyle added that the scenario used TC-AIMS-II, or Transportation Coordinator – Automated Information Management System II, a software and hardware system under development for DoD-wide use in common transportation avenues. It is currently used for deployment and redeployment processing and installation transportation management.

Tracking information on individuals also proved successful. As soldiers checked into a bus or aircraft, they were able to insert a Smart card into a computer and confirm information like name and weapons’ serial numbers. If the information in the system was wrong, the soldier could correct it on the spot.

The Smart card allowed that correct information to go into the information systems used for managing the airlifts. “Within a matter of minutes of an aircraft being manifested, that information was available worldwide on the Global Transportation Network,” said Coyle. “If you were at Fort Polk waiting for the troops to come home, you could sign onto the web and know exactly who was aboard the aircraft.”

Once back on the ground, the Smart cards also allowed for easy in-processing. “What seemed to take units a whole day in the past was now reduced to a very few hours,” said Brig. Gen. Samuel S. Thompson, commander of the Joint Readiness Training Center and Fort Polk. “Soldiers, weapons and equipment were quickly accounted for, which allowed the soldiers to return to their families with minimal delays.”

One of the important lessons

learned from the unit move was the need to develop information protocols. “When information appeared on the worldwide system for the first time, we saw that things like convoy numbering needed worldwide protocols,” said Coyle. “We had convoys in Korea and Europe, and as they are numbered locally, we could have some duplicates.”

The unit movement also confirmed the Fly Away Kit concept. Locations not outfitted permanently for AIT operations would be supported by a Fly Away Kit that can provide temporary AIT capability. The kit provides temporary capability at austere locations where communications, power, and infrastructure elements are not adequate.

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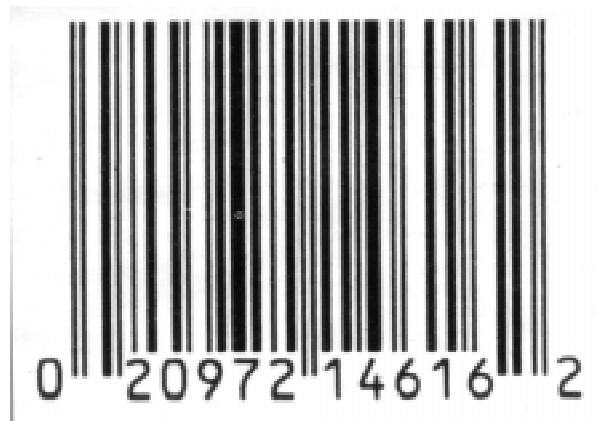
***“We were confident going in that we’d have commander enthusiasm, but we were surprised that, across the board, the soldiers who used AIT were supportive.”***

**—Lt. Col. Brian Layer**

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“As we go back to a continental United States-based military in the post-Cold War era, we have to be much more agile in our deployments. We will be going places where there is no infrastructure and the Fly Away Kit will be a great tool,” said Coyle.

With the results in from the unit movement, AIT now will examine moving sustainment material by air and sea from Defense Depots in Susquehanna, Pa., Richmond, Va., and



Norfolk, Va., to forces in northern Europe and the Mediterranean.

“DDSP became the first site to produce 2D barcodes for military shipment labels,” said Coyle.

“The labels provide complete transportation control movement data as well as supply information on material being shipped. From a data management and business practice perspective, the transportation and supply “stovepipes” have finally merged on the 2D barcodes.

“We’ll look at the efficiency and effectiveness of those two implementations. We will also look at the business process changes that AIT will allow at the transportation nodes and in receipt processing at the retail supply level,” said Coyle.

During this process, customers will have access to information detailing what is inside a shipping container without having to open it.

As the four scenarios develop, Coyle said that they would continue to assess the value of AIT. “We’ll look at the European implementation and use that as a basis to go to the AIT principals group, co-chaired by Army Lt. Gen. John “Mike” McDuffie, Joint Chiefs of Staff director for logistics, and Roger Kallock, deputy Under Secretary of Defense for Logistics, and we will assess what they need to set up an AIT backbone worldwide,” said Coyle. “Based on their guidance, we’ll work on implementation.”